



UNITED STATES MARINE CORPS

3D BATTALION, 3D MARINES
3D MARINE DIVISION (-) (REIN)
BOX 63018
KANEHOE BAY, HAWAII 96863-3018

IN REPLY REFER TO:
1000
CO
2 Jun 11

POLICY LETTER 19-11

From: Commanding Officer, 3d Battalion, 3d Marines
To: Distribution List

Subj: COMMAND PHILOSOPHY

Ref: (a) Commanding General 3d Marine Division Guidance 2011
(b) CO 3d Marines Command Philosophy dated 13 Nov 2009

1. Purpose. In order to provide you with some insight as to how I view leadership, here is my Command Philosophy, a document that can be referenced in the absence of orders to guide your actions as together, we lead America's Battalion toward excellence and victory on the battlefield.

2. Vision. With your help, we will build upon the Battalion's already great reputation to create a professional organization that is competent, physically & mentally tough, fiercely loyal, feared by enemies, and relentless in its pursuit of mission accomplishment.

3. Where are we going and what are our objectives?

a. BN OBJ1: Gain confidence in our combat proficiency through the successful completion of a challenging Pre-Deployment Training Program (PTP) focused on our Mission Essential Tasks (METs).

b. BN OBJ2: Deploy as a professional, tough, competent, team-oriented Task Force to Helmand Province, Afghanistan.

c. BN OBJ3: Leave our Area of Operations (AO) better than we found it with minimal friendly casualties. The locals will be sad to see us go, but grateful for the sacrifices we made to improve their lives and the lives of their children.

d. BN OBJ4: Conduct a professional battle hand-over with the unit that relieves us, enabling their success.

e. BN OBJ5: Return home to our families that thrived despite our absence thanks to the outstanding support of the Remain Behind Element and the Command's Family Readiness Team.

f. BN OBJ6: Enjoy some well deserved time off and then start the process all over again.

4. How are we going to get there? That gentlemen is up to you; your initiative, your creativity, your raw determination and grit!

DISTRIBUTION STATEMENT A: Approved for public release; distribution is unlimited

Subj: COMMAND PHILOSOPHY

The following assertions will serve as the framework for how America's Battalion will do business over the next 18 months: What we believe. How we fight. Who we are.

5. What we believe.

a. We believe mission first, Marines always! Mission accomplishment is the primary responsibility for leaders at all levels throughout this command. However, I would challenge any leader that believes he can accomplish his assigned mission without the support of his Marines and sailors. Leading, training and caring for the men under your charge must be your number one priority. It has been my experience that if you take care of your men, they will take care of the rest and amaze you in the process. Therefore, every Non-Commissioned Officer (NCO), Staff Non-Commissioned Officer (SNCO) and Officer will commit themselves completely to the welfare of the men under their charge.

b. We believe that every member of America's Battalion deserves to be treated with the dignity and respect. In arguably the most well-known sentence of the English language, our forefathers highlighted a basic human right that is as "self-evident" today as it was then - all men are created equal. Similarly, the Marines and sailors of America's Battalion have been "created" equal through the challenges of their respective entry level training and follow-on schools. We will treat each other with dignity and respect, regardless of rank, race, faith, MOS, time in service or any other attribute that can be misconstrued as a qualifier for preferential or mistreatment. We will not tolerate hazing or unauthorized indoctrination in this Battalion, as they are both contrary to our core values and warrior ethos. Our diversity, like the diversity of this great country, is a strength that we can leverage against our often closed-minded adversaries.

c. We believe in the value of discipline. Good order and discipline are at the very core of our service culture. Discipline is more than instant obedience to orders or fear of punishment, it is one's ability to exercise self-control and take absolute responsibility for his choices and actions. Discipline is doing the right thing in the absence of supervision, because it is the right thing to do. We will exercise discipline in all that we do; from counseling our Marines to caring for our equipment, from conducting Pre-Combat Checks (PCCs) to post mission After Action Reports (AARs).

6. How we fight.

a. We fight as a team. From our smallest fighting unit, the Fire Team, to our largest fighting force, the MEF; the United States Marine Corps has earned a reputation worldwide and throughout history as fierce fighters. That reputation has been built on the concept of "teamwork". America's Battalion will train and fight as a team. I expect each Marine to be paired up with a combat buddy. That buddy pair will live, train and fight together. To let your buddy down will be inexcusable. We must positively encourage and take care of each other whether that be in training, during a firefight, or on liberty in downtown Waikiki. Similarly, I expect each officer to be paired up with a SNCO or NCO in command teams. These command teams will work together both in combat and garrison to support the efforts of their men.

DISTRIBUTION STATEMENT A: Approved for public release; distribution is unlimited.

Subj: COMMAND PHILOSOPHY

This concept of teamwork will build and grow as our pairs become teams, our teams become squads and we as a battalion grow to a team-oriented Task Force in accordance with our MAGTF culture.

b. We fight like we train, so train HARD! Every day is game day! Every event is for qualification. We will train hard to master our core competencies, and to maintain our high level of combat fitness. Common to every good fighter is a solid training program. Detailed planning is the cornerstone of effective training. Leaders at all levels must ensure that their training packages are innovative, challenging and well supported. The key to effective training relies on four critical elements:

1) A well developed training plan connected to Mission Essential Tasks (METs), Mission Performance Standards (MPSs), and Individual Training Standards (ITSS).

2) Strict execution of the training schedule.

3) A critical evaluation of the training conducted through an honest and constructive After Action Report (AAR).

4) Remediation. Immediately correct deficiencies. Approach remediation with the "drill mentality" of a professional athlete. Run the play over and over until it is done perfectly everytime, enforcing muscle memory.

c. We fight with the best equipment in the world and that equipment gives us a distinct tactical advantage - we will take care of our equipment, to ensure that it takes care of us. We will adhere to the Cavalry Rules of "horse, saddle, self" when it comes to prioritization of maintenance. We will practice Maintenance Mondays from 0800 to completion. During Maintenance Mondays, all drivers will conduct preventive maintenance (PM) on their assigned vehicle at the Motor Pool; all communicators will PM their assigned radio equipment; all crew served weapons will be cleaned by their teams; and all personal weapons/optics will be drawn cleaned and inspected. During the process of maintenance, all discrepancies will be identified for indoctrination into the maintenance cycle via GCCS-Marine Corps. This is a leadership issue and a priority for me. All weapons, vehicles, and equipment will be inspected prior to securing on Friday.

7. Who we are.

a. We are professionals and war is our profession. We must never forget this. America's Battalion, like the United States Marine Corps, exists for one purpose and one purpose only - *to fight and win on the battlefield*. Everything we do, from leading Marines to maintaining our equipment must in some way contribute to this end. We must continually challenge ourselves to sustain a combat mindset in everything that we do. There is no second place in our business.

b. We are leaders and our men deserve to be inspired. John Quincy Adams said "If your actions inspire others to dream more, learn more, do more and become more, you are a leader." Think back on those people that had the greatest positive influence in your life.

DISTRIBUTION STATEMENT A: Approved for public release; distribution is unlimited

Subj: COMMAND PHILOSOPHY

Maybe it was your father, or a high school coach, or maybe it was your drill instructor. In any case, that person saw something in you that you could not see yourself and they challenged you to meet that potential.

Similarly, the men of "America's Battalion" want and deserve to be inspired - not managed and certainly not intimidated, but INSPIRED! How one chooses to lead or "inspire" his men is very personal and no one style suits everyone nor works in every situation. Our doctrine, MCWP 6-11 (Leading Marines), highlights those qualities that the "American soldier responds quickly and readily to." Some of those qualities are industry, energy, initiative, determination, enthusiasm, firmness, kindness, justness, self-control, unselfishness, honor, and courage. As leaders we must strive to possess these qualities as well as those leadership traits and principles that distinguish us as leaders of Marines. Remember the "S" is not on the end of BAMCIS to make it plural - SUPERVISE!

c. We are professional communicators. We have a responsibility to communicate up and down the chain of command. As your Battalion Commander, I need and want your feedback so that I can make timely decision to best support your efforts. With respect to communication, we must ask ourselves: "What do I know? Who needs to know it? Have I told them yet?" That communication takes many forms; radio, data, verbal and the written word. We will make a deliberate effort to communicate in clear, concise manner with both our leadership and subordinates. As leaders, our written communication is one of our most valuable tools. It will provide orders for our men to execute; it will shape their future through Fitness Reports, Awards, and recommendations. Do not take that communication responsibility lightly and always apply the one thirds to two thirds rule in planning.

d. We are accountable. We are accountable for our men, our equipment, and most importantly for our actions/inactions! We will be expected to know where all of our men and equipment are at all times. Get into the habit of reporting numbers not generalities like "We're up." Lastly, we will all be held accountable for what we do and fail to do. "Big Boy" rules apply.

e. We are never good enough. You must be a student of your profession. When you think that you are good enough, think again. As Marines, we generally place a great deal of emphasis on developing our physical fitness with little consideration for our intellectual "fitness". Leaders at all levels must possess a solid understanding of our warfighting doctrine, while remaining unquestionably proficient in the technicalities of their MOS. Furthermore, I will expect each of you to be equally proficient in the position two-levels above your own. Sharpen your mind like you would your K-Bar. Become a student of military history and learn from those that have gone before us - the Commandant's reading list is a good place to start. Complete your appropriate level Professional Military Education and aim to achieve the distinguished graduate status. Every member of this Battalion from Lieutenant Colonel to Private, has a moral obligation to remain intellectually competent.

8. I will close by reiterating some of the words I offered to you on 26 May 2011, when I accepted command of America's Battalion. I am extremely proud yet humbled to be standing before you as your Battalion Commander.

DISTRIBUTION STATEMENT A: Approved for public release; distribution is unlimited

Subj: COMMAND PHILOSOPHY

We are going to accomplish great things over the next 18 months. Please, take care of yourself, take care of your family, take care of eachother, and take care of the reputation of this great Battalion that we are privleged to be a part of. Semper Fidelis!

M. J. PALMA

DISTRIBUTION STATEMENT A: Approved for public release; distribution is unlimited